

Entrepreneurship

1. Course Description

This subject departs from the idea that the new methods originated in the entrepreneurial arena in the last decade can be extremely useful for managers as they allow to understand the customer better and from the start rapidly adapting any theoretical project to realistic metrics, acknowledging the fact that innovation and business models are created in a learning process, and that innovation can be “engineered” to increase the chances of success.

The course consists of several parts: creative thinking to look for ideas, re-shaping of ideas for them to become project proposals, and use of tools and methodologies such as business model canvas and lean startup. It will also include practical sessions about other aspects of the entrepreneurial process such as the role of technology, market analysis, IPR or internationalization. The course will emphasize the practical side of the tools and will introduce related key concepts on the innovation / entrepreneurial ecosystems.

2. Course Objectives and Requirements

1. Course Objectives : This is a practical graduate level course on tools and methodologies for managers and innovators based on new developments in entrepreneurship.

There are four major objectives of this course: (i) to provide students with some conceptual and practical tools to improve their management skills on innovative projects; (ii) to provide students with the general rationale and ordered logical steps when launching an entrepreneurial project of their own; (iii) to know the basics on how to present and defend a successful business plan; (iv) to provide hands-on knowledge on tools, methods and upcoming opportunities of interest to be applied in a project to be developed through the duration of the course.

2. Requirements : Students will need practical interest in innovation and entrepreneurship. Ideally they should have an entrepreneurial idea of their own,

although this is not a strict requisite since during first classes a method for proposal and selection of ideas will be used. Sessions will include work in projects to be developed and discussed during the classes. Therefore it is highly recommendable to bring a laptop or tablet with basic applications (word processor, presentation software, spreadsheet) and Internet connection. Students are also requested to read the references assigned to each session and to provide results for the assignments.

3. Course Arrangement

Course name		Entrepreneurship	Total Credit Hours	36
Unit	Credit hours	Contents	Preparation of class and reading materials	Cases / Guest lecturers
1	2	Unit One : Introduction to Entrepreneurship 1. General introduction 2. Presentation of students: background and motivation 3. The increasing relevance of innovation. 4. Initial idea (individual assignment)	1. Lecture Note 1 – Entrepreneurship Overview	1. Innovation in cities. Sustainability
2	2	Unit Two : Idea market 1. Idea market 2. Team assignment 3. PPT diary – Idea description	1. Lecture Note 2 – Idea market	-
3	4	Unit Three : Idea multiplication 1. Idea multiplication and reshaping 2. Brainstorming and affinity diagrams 3. Observation techniques (ppt diary)	1. Lecture Note 3 – Idea multiplication	1. Tongji Venture Valley
4	4	Unit Four : Entrepreneurship ecosystem 1. Basic concepts 2. Ecosystem: elements 3. Business idea environment (ppt diary)	1. Lecture Note 4 - Ecosystem	1. Grassroots entrepreneur in Shanghai

5	2	Unit Five : Value proposition 1. DNA fo a startup 2. Value proposition canvas (ppt diary)	1. Lecture Note 5 – Value proposition	1. Successful entrepreneur in Shanghai
6	4	Unit Six : Entrepreneurial management basics 1. IPR 2. Business models 3. Valuation	1. Lecture Note 6 – Management basics	1. IPR expert
7	4	Unit Seven : Validated learning 1. Validated learning concept 2. Minimum viable product 3. Product-market fit 4. Testing & experimenting 5. Experiment board (ppt diary)	1. Lecture Note 7 – Validated learning	1. Product-market fit expert
8	4	Unit Eight : Business model canvas 1. Business model canvas 2. Lean canvas (ppt diary)	1. Lecture Note 8 – Lean canvas	1. Lean canvas expert
9	2	Unit Nine : Other relevant approaches 1. Opportunity checklist 2. Social lean – social responsibility 3. Vision board 4. Service touch point 5. Ethics	1. Lecture Note 9 – Other approaches	1. Entrepreneur in China

10	4	Unit Ten : Competitive environment 1. Technology, competitors 2. Technical feasibility and planning 3. Stakeholders map 4. Theory of adoption 5. Pre-mortem analysis (ppt diary)	1. Lecture Note 10 – Competitive environment	1. Entrepreneur in Asia
11	4	Unit Eleven : Pitch 1. Preparing the pitch. How to 2. Template 3. Beyond the pitch	1. Lecture Note 11 - Pitch	1. Workshop

4. Teaching Methods

Lectures, Discussions, Role Plays, Case Analysis, and Teamwork assisted by the lecturer. There will be also a ppt diary that students must complete along the course to ensure they have understood and applied the techniques and tools for each of their projects.

5. Learning Outcomes Expected

Category	Learning Outcomes
Master of Knowledge	<ol style="list-style-type: none"> 1. Master the basic hypothesis and basic theory of entrepreneurship and startups 2. Master the basic principles and methods of ideation and idea improvement 3. Familiar with customer observation techniques 4. Familiar with ecosystem analysis and business idea environment analysis 5. Master the value proposition canvas 6. Familiar with entrepreneurial management basics such as IPR and valuation. 7. Master the validated learning approach 8. Master the lean canvas approach 9. Understanding the logic of entrepreneurial development 10. Understanding the applicability of entrepreneurial techniques in any project (within any organization) related with innovation implementation.
Intellectual abilities learned	<ol style="list-style-type: none"> 1. Have the ability to think strategically about entrepreneurship and innovation and establish a roadmap and priorities 2. Have the ability to use new entrepreneurial techniques for personal development and within any type of organization as a means to manage projects and teams 3. Have the ability of using management methods in conditions of extreme uncertainty 4. Develop their own critical thinking about ideation, entrepreneurship and innovation. 5. Understand the relevance of failing and rapidly learning to adapt the solution to customers and markets. Reduce fear of failure.

Practical skills learned	<ol style="list-style-type: none"> 1. Brainstorming management 2. Teambuilding and work ethics 3. Focus on the core elements of an idea, leaving additional features for later 4. Focus on customers and validated learning 5. Understanding business models as an option not as an imposition 6. Using lean canvas as a comprehensive technique able to encompass all the elements of a product or service 7. Publicly presenting and defending own ideas in a time limited framework 8. Work in a multicultural multidisciplinary team 9. Personal development through the application of entrepreneurial techniques to oneself
Personal competences and characters Cultivated	<ol style="list-style-type: none"> 1. Learning from failures 2. The management competence of being good at planning, organization and communication 3. The competence of flexibly contingency management according to changing conditions in the environment 4. Character of "respect others " 5. Leadership and responsibility 6. The team spirit of cooperation

6. Performance Evaluation

Evaluation Means	Ratio (%)	Relation to the Intended Learning Outcomes
Individual assignment	20	Focusing on i) basic principles and methods of ideation and idea improvement; ii) ecosystem analysis and business idea environment analysis; and iii) strategic thinking about entrepreneurship and innovation and establish a roadmap and priorities.
Attendance and Engagement	20	Evaluation of teambuilding and work ethics, contribution to general knowledge and communication. Also presenting and defending own ideas in public in a limited time framework,

		ability to work in a multicultural multidisciplinary group, and personal development.
Team project	60	Emphasis on the evaluation of the use of the new entrepreneurial techniques and tools in a practical setting and in particular, the basic hypothesis in the theory of entrepreneurship and startups, the use of customer observation techniques, the use of the value proposition canvas, the use of the validated learning approach and coherently consolidate a lean canvas for each team's project.

7. Textbook, References and Reading Materials

1) Textbook

Lecture Notes specifically compiled for this course will be provided.

2) Online resources

All the material related with the course is available at the Schoology platform (code for access available on request).

3) References and reading material

- [1] Blank, S. (2013). Why the Lean Start-Up Changes Everything. Harvard Business Review, (May), 3–9.
- [2] Osterwalder, A., Pigneur, Y., & Clark, T. (2010). Business model generation: A handbook for visionaries, game changers, and challengers. Hoboken. NJ: Wiley.
- [3] Blank, S., & Dorf, B. (2012). The startup owner's manual. K&S; Ranch.
- [4] Ries, E. (2011). The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. Random House LLC.

8. Team Assignment Requirements

After the process of ideation and creation of groups that will take in the first two classes, each team (composed of 4 to 6 students) will follow the ppt diary to apply all the selected techniques in their idea. After completing this task, a pitch template will be provided to defend in a public workshop the results of the project.

The criteria of assignment evaluation (100 points)

1) Completeness of ppt diary	20 points
2) Good use of selected techniques	50 points
3) Completeness of pitch presentation	10 points
4) Ability to present and defend the idea	20 points

Appendices available on request :

1. Lecture Notes
2. Ppt diary (diary with team assignments for each unit)
3. Pitch template
4. Other teaching material (such as reading materials, the articles)